

15 March 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [redacted]

Acting Director, Center for the Study of
Intelligence

SUBJECT: Weekly Report/CSI

On 15 March, Studies in Intelligence, ever in tune with the times, interviewed a hearing Professor of Economics from Gallaudet University. He is Kenneth J. Campbell, Ph.D., whose article, "John McCone: An Outsider Becomes DCI," will be published in the Spring 1988 edition of Studies. Dr. Campbell was in for a consultation regarding revisions to his manuscript. [redacted]

25X1

[redacted] interviewed Ambassador William E. Colby for about three hours on 15 March in connection with his study of the impact of the Pike-Church Committees on CIA. [redacted]

25X1

On 11 March the Center for the Study of Intelligence conducted a Brookings luncheon and briefing for 24 Brookings Staff and businessmen in the Executive Dining Room and DCI Conference Room. Mr. Evans Hineman hosted the luncheon, along with table hosts from each directorate. The conference focused on Understanding Federal Government Operations. [redacted]

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The Center for the Study of Intelligence conducted a one-day orientation for 52 new State Department Foreign Service Officers. The agenda included briefings by Agency personnel followed by a cocktail hour in the Executive Dining Room. [redacted]

25X1



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10 March 1988

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM:

Director of Training and Education

SUBJECT: Weekly Report

* 1. Erich Bloch, Director of the National Science Foundation, delivered the first address of the Office of Training and Education's (OTE) Science and Technology Institute's lecture series on 3 March to a full house in the Headquarters Auditorium. 25X1 25X1

3. On 2 March OTE's Chief, Career Training Division gave a new presentation on professional ethics to approximately 250 DS&T employees in the Headquarters auditorium. An ethics segment is now included in almost every orientation program offered by OTE. 25X1

4. The Director of Public Affairs, Bill Baker, will be the speaker at OTE's Interdirectorate Seminar scheduled for 22 March 25X1 25X1

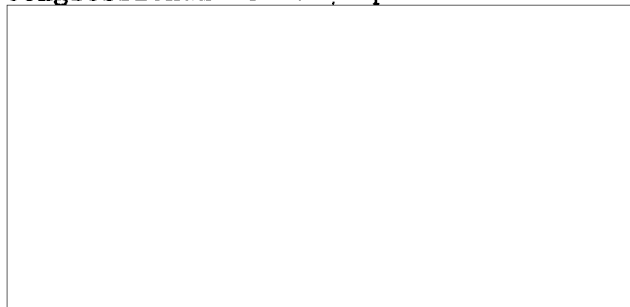
5. OTE's Midcareer Course #104 began on 7 March 25X1 25X1 The 28 participants represent the Directorates as follows: DO-8, DS&T-7, DI-6, DA-6, and DCI Area-1. A session on the revised 25X1 25X1 will be included in this running. 25X1

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SUBJECT: Weekly Report

25X1 7. The CIA Training Selection Board nominated Randy Ferryman, NPIC,
25X1 and [redacted] O/DDI, for the 1988-89 Congressional Fellowship
Program. [redacted]



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8 March 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

Chief, Intelligence Training Division

25X1 SUBJECT:

IT Weekly Report

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1-X ✓
1. Erich Bloch, Director of the National Science Foundation, delivered the first address of the Science and Technology Institute's lecture series on 3 March to a full house in the Headquarters Auditorium. He discussed some of the key issues in science and engineering research and education that are likely to become critical over the next decade or so. A video tape of the presentation will be available in the OTE Learning Center, GF39 Headquarters, after 15 March.

25X1 3. Eighteen analysts participated in the Seminar on Intelligence Analysis (SIA) from 24 February - 4 March. This was the first SIA to include analysts from State Department's Bureau of Intelligence and Research (INR). The three INR participants commented that they would recommend the course to other INR analysts and emphasized the value of taking courses with the DI counterparts.

25X1 4. The four-week Analysis Training Course for DI-bound CTs finished a successful running on 4 March. The running was unusual in that only three of the students were CTs; the remainder were new, direct-hire, DI analysts. Because of the preponderance of non-CTs, some elements of the New Analyst Course were included as well as two experimental segments: the role of logic in evaluating finished intelligence, and an overview of NIESO. Student reactions to the course were very favorable, particularly to the hands-on writing and briefing exercises. The overall rating of the course was 6.5 on a scale of 7.

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25X1

SUBJECT: IT Weekly Report

5. The one-day Directorate of Intelligence Overview last week had 18 students. They gave the course and its speaker good marks for covering the DI well in a short time. Nine of the students came from the DI and took the course to complete gaps in their understanding of the Directorate; they had not attended the New Analyst Course. The rest of the students were from the DO and DA.

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25X1

7. Morton Schwartz of the Bureau of Intelligence and Research, Department of State, spoke on 2 March to the Soviet Foreign Policy Block on "Soviet-U.S. Relations: Present and Future." He said that a qualitatively different relationship has been established in recent years, with a full range of contacts developed extending from Shultz and Shevardnadze to military leaders to lower level officials. At present, the relationship at all levels is workmanlike, comprehensive and positive, with the heavy emphasis on arms control discussions supplemented by considerations of human rights, regional problems, ecology and a variety of bilateral issues. Professor Rajan Menon of Lehigh University addressed the class on "Soviet Interests and Activities in the Third World" on 7 March. He said that the priority given to East-West relations is making Moscow cautious about exploiting opportunities arising in the Third World. In the Western Hemisphere, the Soviet leadership may have decided that there should be no more Cubas, having determined that Cuba is too costly, difficult to control, and that the USSR has no need for more military facilities.

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8 March 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Career Training Division, OTE

SUBJECT: Career Training Division Weekly Report
1 March 1988 through 8 March 1988

1. Representatives of the Career Training Division met with the Deputy Director, Office of Communications (OC) on 7 March to continue discussion of OC participation in the CT Program. OC has put forward the names of two candidates for consideration and will probably enter one of them in the August running of the Program. [REDACTED]

2. On 2 March Chief, Career Training Division gave a *new* presentation on professional ethics to approximately 250 DS&T employees in the headquarters auditorium. ~~The new presentation was part of OTE's continuing effort to incorporate ethics in orientation programs.~~ In addition to the videotape "A Matter of Trust," which is now shown to EODs, seminars on ethics are included in the CTDC, ITCIA, and Mid-Career courses; shorter presentations are given in the New Analyst Course, the OC Orientation, and the Executive Seminar. [REDACTED]

An ethics segment is now included in almost every orientation program offered by OTE.

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8 March 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Acting Director, Center for the Study of
Intelligence

SUBJECT: Weekly Report/CSI

On 3 March [REDACTED] of the Public Affairs Office asked Studies in Intelligence for aid in responding to a press inquiry. A Wall Street Journal reporter had noted in the 24 February Congressional Record transcript of testimony before the House Permanent Select Committee on Intelligence a quotation attributed to Studies. The OPA concern was whether something classified had slipped into the Record. Studies identified the quotation as having come from the unclassified Extracts published in September 1987 to commemorate the Bicentennial of the United States Constitution, and PAO is sending the reporter a copy of the document in the hope it will enlighten him. [REDACTED]

AD/CSI received a call on 7 March 1988 from Dr. Don Neuchterlein a faculty member at the Federal Executive Institute. Dr. Neuchterlein is interested in reinstituting a day at CIA for his seminar, U.S. Foreign Policy and National Security. Apparently these visits were suspended by FEI about three years ago. The students are all U.S. Government employees, GS-15 and above. Dr. Neuchterlein will make a formal request to the Director of Training and Education; meanwhile we are proceeding with plans to host this group of 15 students on 1 April 1988. [REDACTED]

The Acting Chairman of the National Intelligence Council has asked [REDACTED] CSI independent contractor, to brief the Military Advisory Group headed by [REDACTED] and interested NIOs, on the thrust of [REDACTED] study of the military's view of the usefulness of the intelligence furnished them by CIA. General McCaffrey has been interviewing former theater commanders to get their opinion of the intelligence support provided by CIA. A Studies article, or possibly a CSI monograph, should result from [REDACTED] study. [REDACTED]

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SUBJECT: Weekly Report/CSI

4. ✓ Director of Public Affairs, Bill Baker ^{will} ~~has agreed~~ to be
the speaker at ~~the~~ Interdirectorate Seminar scheduled for
22 March 1988 [redacted]

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7 March 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [REDACTED]

Chief, Leadership Development Division
Office of Training and Education

25X1 SUBJECT: LDD Weekly Report [REDACTED]

25X1 1. In response to an "offer you can't refuse," [REDACTED] will lead a
25X1 stress management workshop [REDACTED] on 11 March for a group of about 70
25X1 publications procurement officers from OIR. [REDACTED] will have to take time
25X1 away from the MCC 104 which is running [REDACTED] to lead this workshop, but
after repeated attempts to find someone in OMS or OTE who could do it this
25X1 was the best solution. We sense that this group really needs the workshop
and that this was their only window. [REDACTED] made a similar presentation to
25X1 a group of OC supervisors overseas last fall and has coordinated the upcoming
25X1 presentation with experts on stress in OMS and OTE. [REDACTED]

25X1 2. On 1 March, [REDACTED] met with a group of about 20 underclassmen taking
a course in world events at George Washington University. The program brings
in guest lecturers from various government agencies, the press etc. to meet
informally with the students and answer their questions. The students have
25X1 to prepare research papers based on issues they select. [REDACTED] has made
similar presentations at GWU the past two years in his previous job with
Academic Affairs and has found the interaction with the students a good forum
25X1 for dispelling some of the myths about the CIA and answering questions about
career possibilities when they get a little closer to graduation. [REDACTED]

25X1 3. [REDACTED] of FDS completed a thorough reorganization of the DI
exercise, an interactive simulation that is among the highlights of the
Midcareer Course. The exercise involves about 100 different documents and
messages that are distributed to five different teams according to a highly
complex schedule. The exercise requires Midcareer Course students to play
roles such as DI analysis, briefer, and branch chief. For the first time, the
exercise is laid out so that it can be conducted in a systematic,
25X1 uncomplicated manner. [REDACTED]

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25X1 SUBJECT: LDD Weekly Report []

25X1 4. Midcareer Course #104 began on Monday, 7 March []

25X1 [] The twenty-eight participants represent the Directorates as follows: DO-8 (includes four with case officer experience), DS&T-7, DI-6, DA-6, and DCI Area-1. ~~As requested by the DDGI,~~ A session on the revised [] will be included in this running. []

25X1 5. Members of Executive Seminar #11, held 22-24 February, met after the course with [] ADDO, on Monday 29 February in the DCI Conference Room. Originally, Richard Stolz, DDO, was to have met with the participants but cancelled because of an unscheduled appearance before a congressional committee. []

25X1 6. [] from LDD met with representatives from the DI, DS&T and the NTL Institute on 2 March 88 to discuss the design of the Creative Problem Solving course. This course is one of six courses being developed by LDD for non-manager, technical/professional officers on how to work more effectively with others. The meeting was called in order to give the NTL contract instructors a chance to meet with potential students and discuss the kind of problems students deal with and the barriers that new ideas and programs need to overcome in order to be implemented. These issues will be treated in case studies and exercises to be used in the course to develop practical skills students can use on-the-job. []

25X1 7. [] is scheduled to conduct an upcoming workshop on "The Successful Woman Manager" to be delivered to the Women in Science and Engineering (WISE) Seventh National Training Conference in Rosslyn on 21 March. She also met with the Chief, Africa Latin America Division, Office of Leadership Analysis/DI, as a follow-up to a recent program which she delivered to LDA on problem employees. []

25X1 8. At this time, 22 managers have enrolled for the upcoming "Counseling Skills for Managers" elective to be conducted 9-11 March. [] and [], a contractor, will co-chair the course. [] and [] will also be on the instructor team. [] is the training assistant for this course. []

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25X1 SUBJECT: LDD Weekly Report [REDACTED]

10. The 2-4 March running of "Leading People in CIA" was solid. As a group the students gave us a bit less evidence than usual of being engaged and interested. It was not uncommon, for example, for an instructor's question to the class to go unanswered. The group was, however, relatively more engaged in the team rooms, and the 4.44 overall rating suggests that a fair amount of learning went on. One student, in fact, reported that the course was "supremely enabling" and that she returned to her job "reinvigorated" and equipped with new perceptions and new tools."

25X1 On the personnel side, this running featured the next "overseas" team,
25X1 working together for the first time. The same group- [REDACTED]
[REDACTED] -will be presenting a running of
"Managing in CIA" this spring.

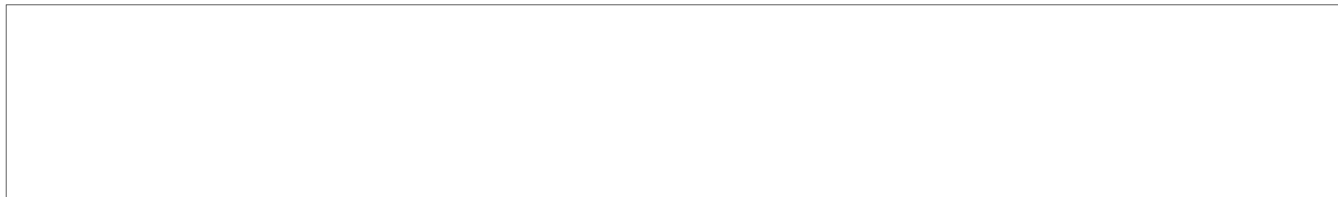
25X1 This "Leading People in CIA" also featured two full-time guest
managers- [REDACTED] from OTS and [REDACTED] from OGI. Jack was back
for his second running and--in a first for a guest manager in "Leading
People in CIA"--presented one of the instructional segments. Both Jack and
Winston offered a great deal to the course, as have their predecessors in
this full-time role. I would observe, however, that having managers involved
in this way is by no means a cost-free proposition. These folks are a
crucial resource for OTE, but the resource must be managed. The guests are
not professional trainers. They must be coached, guided, stroked and
channeled to make their presence effective. This takes a lot of time on the
part of the lead trainer. The cost is definitely worth it, but there is
25X1 definitely and additional burden to be borne. [REDACTED]
25X1 [REDACTED]

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Administration Division Weekly
29 February-4 March 1988

25X1



Space

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DC/AD and Plans Officer attended meeting with [redacted] Project Office on 2 March to receive update. Another questionnaire and validation walk-through of current space will probably be scheduled by end of month.

Requested corrected room numbers and drawings of New Hqs Building classrooms. The same corridor letters that are now in the Old Building will not be used in the New Building.

Gave NHBO approval to proceed with design and electrical wiring for 2A074.

DC/AD discussed OTE Consolidated Registry requirements for NHB with OIT Information Resource Management Branch.

DC/AD submitted cable drop requirements for NHB to OIR.

Miscellaneous

C/AD on annual leave.

Executive Secretary/TSB attended OTE's ADP User Group demonstration at Hqs of Desk Top Publishing.

On 3 March, Logistics arranged for special bus return from Hqs. Auditorium Briefing by Mr. Bloch, Director of National Science Foundation.

C/B&F and DC/PB attended a repeat performance of D/OTE's presentation to DCI off-site on executive development.

Training Selection Board

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nominated
The CIA Training Selection Board met on 29 February to interview the candidates for the Congressional Fellowship Program. After discussing the candidates, the Board decided to forward the names of [redacted] NPIC, and [redacted] O/DDI, *to* the American Political Science Association.

1988-89
Prepared nominating letters to APSA and to Harvard for signature of Chairman, CIA-TSB.

*(for 1988?)
Jaw please check*

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✓ Notified STOs of TSB selections for Congressional Fellows, Senior Officials in National Security, and the remaining seminars at the Executive Seminar Centers during FY88.

Prepared drafts of nominating letters to FSI for Senior Seminar and to NDU for National War College and Industrial College of the Armed Forces.

25X1 Received nomination from DO for replacement of [] as CIA Faculty
25X1 Rep at National War College. Replacement is [] Sent nomination to
Chairman, CIA-TSB.

25X1 Received word from DI that they would not extend [] at the Air
25X1 War College as CIA Faculty Advisor and to proceed with nomination of []
25X1 []

Distributed Harvard's brochures on Program for Senior Managers in Government to STOs.

Budget and Finance

C/B&F worked with Plans Officer on identifying cuts for FY90 at the three required levels; on 1 March, C/B&F met with D/OTE, EXO and Plans Officer on the FY90 cuts.

First of the month cash count was performed 1 March without any discrepancies.

DC/B&F attended a two day training session on the new Agency Budget Formulation System.

Personnel

25X1 C/PB, CMO and D/OTE met on 2 March to discuss CDP's.

25X1 On 3 March, C/PB met with [] re her assignment as the part-time
25X1 Admin person at the [] Learning Center.

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C/PB held bi-weekly with D/OTE on 4 March; present were AC/AD, EXO, DDC and CMO.

C/PB, DD/OTE and the DD/OTE designate met on 29 February to discuss positions in OTE for the 15 March DA Deputy Directors Working Group meeting. C/PB will draft a paper for the new DD/OTE.

Panel Support:

- C/PB served as advisor to the SPB on 2 March.
- DC/PB acted as advisor to LIP 2/8 on 2 March.
- Continued preparation for the GS-07/08 Generalist Annual Panel and the GS-13 Semi-Annual Panel.
- Completed preparation for the GS-07/08 Language Instructor Panel.
- Continued to work on the GS-07/08 Training Assistant Panel.

Awards:

25X1 Katherine assisted Carole [] with several of their Award and PAR questions.

Katherine spoke with Protocol and Awards Branch re the new procedures for processing Awards; they will be distributing an updated Incentive Awards Program Handbook in the near future.

25X1 Shelby requested a retirement plaque for [] which will be presented on her retirement day, 11 March, in the Conference Room.

25X1 Shelby sent ten files to EXO for Admin Ass't position []

Check-outs:

25X1 [] Instr-Intel CTD/TB GS-13 03/04/88 Rotate Out

Logistics

Roof air conditioner repaired by GSA; both units are up and running.

OL still experiencing problems re contract for roof satellite; they have been unable to get a response on the status from the vendor.

25X1 Arranged for transfer of funds to OL for hookup of Wang systems [] to UPS system.

Carpet installed in last elevator.

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4 March 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[redacted]
Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (29 February - 11 March 1988)

Where We Are

1. The Audio-Visual Section had a busy week. It:

- completed the initial installation of ground-floor course monitors;
- visited the flight terminal at Andrews AFB to see a demonstration of a status display system similar to one currently being considered for the CofC course display system;

25X1 -

- 25X1 -- finished work on the audio system of the [redacted] Building Learning Center;
- met with the C/LTD to discuss ways to meet growing audiovisual needs.

2. The Television Production Section had an equally busy week. It:

25X1 [redacted]

- 25X1 -- met with [redacted] STO/DA, to begin early script development for the DA Orientation videotape;
- began the re-editing of the PC Security videotape;
- prepared the videotape announcing the OTE Course Schedule to be transmitted on the course monitor system;
- 25X1 -- welcomed [redacted] the DDI TV rotational, who has been immediately put to work on the DDA Orientation videotape.

25X1 [redacted]

3. The Visual Aids Section ^{NAS} ~~is~~ involved primarily in two projects this week. These were:

- production of a "take one" poster for the LDD/MTB Guest Speaker Program;
- completion of the OTE TV Guide and a poster to advertise it.

5. [] met with [] of WOTD on 1 March to demonstrate the Badge Table Orientation CBT course to him (which is the same as unit one of the CBT version of OR1). Greg pointed out that the BTO could be used with OR1 students beginning immediately; unit 2 of CBT OR1 (which deals with DSN's) could be tried with students beginning in a week, and units 3 - 5 could be phased in over the next 2 months.

6. On 25 February the DDC conducted one of five panel discussions on ethics questions for the CTDC.

7. [] PEDS, conducted interviews for the French curriculum evaluation with 22 current students and 15 instructors. She begins interviewing component customers the week of 7 March.

8. Staff in the Headquarters Learning Center began planning a learning center "conference" in response to the Training Director's Conference. We are considering inviting industry representatives from state-of-the-art learning centers in addition to those from the government.

Where We Are Going

10. The PC Security videotape will be re-narrated and re-edited. We have received approval to have the final edit of this production (with special effects) at Capital Video.

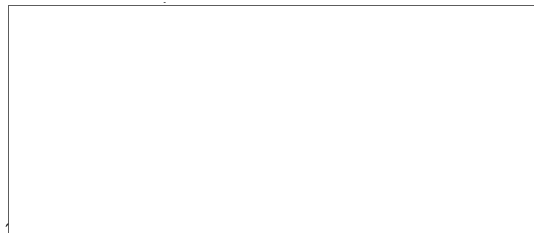
11. The "Fast Track" version of the CRAFT videodisc will be finished this week. The slower version for clericals will be completed in the near future.

12. The use of commercials for advertising OTE courses is being examined by the DDC Co-op student. We will ask him to clean 2-3 such short spots up for consumer testing on the ground floor monitors.

13. The joint DDC/ISTD study group exploring possible uses for desk-top publishing will visit the ISTD area at AHS for a demonstration of the Ventura software, PS/2, and NEC printer system.

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14. [redacted] will travel to Brookhaven National Laboratory with [redacted] next Thursday to see an interactive videodisc course entitled "Authorized Classification." [redacted] will continue to Boston for a demonstration of a course done for Bain, Inc. by David Hon. The course is entitled "Code of Confidentiality."

15. A group from the Foreign Service Institute will visit CoC to view a demonstration of the interactive video course, "Situational Leadership." The visit is tentatively scheduled for 16 March, and will include the following visitors: Prudence Bushnell and Judy Kaufman, Coordinator and Deputy Coordinator of the Executive Development Division; Lee Lohman, Coordinator of Administrative Training, School of Professional Studies; Bob Marshall, Director, Office of Management Information Systems. The visit is being coordinated by Candace Hunt of the School of Language Studies, our contact at FSI for CBT and IVD.



SECRET

8 March 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

[REDACTED]

Chief, Information Systems Training Division

SUBJECT: ISTD Weekly -- 2-8 March 1988

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[REDACTED] of CSTB met with Insurance Division Staff to design a special course running to cover unique PC to mainframe topics. Because the Insurance Division uses IBM ATs with a 3270 Emulation Board rather than IBM 3270 ATs, the keyboards are significantly different than those currently in the classroom or those more commonly found throughout the DI. The special classes will require a little more effort on the part of both the student and the instructor to create the "hook" between the classroom 3270 keyboard and the keyboard used by the Insurance Branch in their offices. The dates for these special classes have yet to be set.

STAT

[REDACTED]

C O N F I D E N T I A L

7 March 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [REDACTED]

Chief, Language Training Division

SUBJECT: Language Training Division Weekly Report

25X1 1. On 24 February 1988, LTD Chief of Testing [REDACTED] attended
the Defense Exchange Committee on Language Efforts (DECOLE) meeting in
25X1 Salt Lake City. [REDACTED] gave a presentation on language aptitude
assessment and a status report on preparations for an upcoming
interagency aptitude symposium. Each DOD agency as well as the service
academies were invited to participate in the symposium. Because of the
favorable response it was determined that the fall DECOLE meeting would
be held in conjunction with the aptitude symposium. Also included on the
agenda was Dr. Steve Skiles of the Defense Training and Performance Data
Center who reported on database services provided to military and
government agencies. Finally, each DECOLE member representative gave
brief updates on their research and development efforts. LTD's updates
included reports on the EXITO Project and computer-adaptive testing.

25X1 In conjunction with the DECOLE meeting Chief Testing completed
additional field testing of the new Chinese Reading Proficiency tests (18
subjects), finished negotiations for contract to develop algorithm for
computer-adaptive testing and adaptations for Dutch prototype, viewed
BYU/CBT and computer-adaptive testing facilities, and reported to
Missionary Training Center (MTC) management on results of September 1987
field testing. [REDACTED]

25X1 2. On 4 March, the Language Development Committee (LDC) met to
discuss the DDO's plan to restructure the Agency's Language Incentive
Program (LIP). The DDO's proposal calls for dropping the current
Language Use Award (LUA) program and using the funds for an enhanced
language maintenance program. The general feeling of the LDC regarding
the proposal is positive. Meetings will be scheduled in the near future
to work out details of a restructured program. [REDACTED]

C O N F I D E N T I A L

C O N F I D E N T I A L

SUBJECT: Language Training Division Weekly Report

3. A questionnaire sent to LTD instructors through the Faculty Advisory Committee requesting suggestions on topics for instructor development activities produced the following suggestions: teaching grammar communicatively, teaching reception skills, communicative activities, total immersion design, and job-relevant situations. To handle some of the topics, LTD has invited professors Irene Thompson (George Washington University), June Phillips (Nashville Institute of Foreign Languages), and Jerry Ervin (Ohio State University).

8. There were 16 reading and 16 oral proficiency tests the past week compared to 16 reading and 16 oral proficiency tests the previous week.

C O N F I D E N T I A L

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8 March 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

Chief, Secretarial, Administrative, and
Communications Training Division

SUBJECT: Weekly Report

2. [] conducted a tailored running of the Instructor Training
Course for eight Office of Communications instructors. The course was held at
[] during 29 February - 4 March 1988. []

25X1